

2012 Community Health Improvement Plan (with 2013 Update)

CHIP



Bradford County Community Health Advisory Council

Affiliated Organizations

**Shands Starke
Starke Family Medical – Matthew Mondansky M.D.
Bradford County School System
Bradford County Board of County Commissioners
Bradford County Community Health Advisory Council
Bradford County Health Department
Bradford County Telegraph
Bradford County Sheriff's Office
Bradford County Public Library**

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**The Bradford County Community Health Advisory Council
Embraces the following mission and vision**

VISION

**To make Bradford County the healthiest rural county in the State
of Florida**

MISSION

**To identify, promote, educate and care for the health of the
residents of Bradford County.**

Executive Summary

The Bradford County Community Health Advisory Council is pleased to present the following Community Health Improvement Plan (CHIP) to county residents, community organizations, civic groups, and policy makers after engaging in a four year strategic planning process.

This process, Mobilizing for Action through Planning and Partnerships (MAPP) was developed by the National Association of County and City Health Officials and the Centers for Disease Control and Prevention. The purpose of using the MAPP process is to improve the health of communities. MAPP helps communities develop and achieve a shared vision for a healthy, sustainable quality of life.

The Bradford County Health Department in partnership with Well Florida Council (Health Planning Council) and the DOH Office of Rural Health conducted a community needs assessment in 2007. This data included focus groups to receive input from five community groups as well as leaders in Bradford County. The result of the assessment included forums to share the information and determine priority areas to focus on to improve the health status of people in Bradford County.

A primary issue reflected in the data and the focus groups was access to care both primary and secondary medical within the county. A community health advisory council was initiated in the spring of 2008 to establish a grassroots organization of people involved in improving the health status in Bradford County. At monthly meetings, facilitated discussion was held with the assistance of Well Florida Council

to develop a vision and mission for the group and set in action our goal to improve the health status of people in Bradford County.

In 2010, the first University of Wisconsin County Health Rankings funded by Robert Wood Johnson were released and Bradford County was the 47th worst county in health factors and 53rd in health behaviors. Subsequent rankings have shown an improvement in Bradford to 41st for health factors and 44th for health behaviors in 2011 but a slight decline in 2012 for health factors to 48th and health behaviors to 48th.

The Bradford County Community Health Advisory Council continued to meet monthly with the goal of improving the health status of the people in Bradford County focusing primarily on obesity. Bradford County had the highest rate of obesity in the entire State of Florida. Bradford County Health Department Partnering to Move Initiative in conjunction with Shands Starke Hospital and other community partners developed a program to encourage people to move. One of the programs, "Biggest Loser" worked with a local gym and nutrition and fitness experts with 12 pairs of individuals over a three month period to encourage healthy eating and physical activity. A website was established to enable community members the opportunity measure their progress at increasing walking.

In December, 2010, the Bradford County Health Department in conjunction with the non-profit board, New River Community Health Care, Inc. applied for funding for an emergency room alternative program to provide health education, prescription drug

assistance, case management and behavioral health services for uninsured adults in Bradford County. These individuals receive primary health care from the health department or one of the local private physicians. Referrals are also received from Shands Starke Hospital to reduce unnecessary ER usage.

Local Health System Assessment—measured the capacity of the local health system to carry out essential health services.

In the summer of 2011, the community needs assessment data was updated by Well Florida Council and the health department conducted sessions with community leaders and partners to assess

the public health system and the strengths and challenges within Bradford County.

Forces of Change—identified the forces that are occurring that may affect Bradford County or the local health system.

Community Themes and Strengths—identified themes of interest that engage the community, like residents' perceptions about quality of life and community resources.

In conjunction with the information compiled and updated over the past four years, the Bradford County Community Health Advisory Council has created the first Community Health Improvement Plan for Bradford County.

Strategic Priority

Adopting healthy behaviors.

Goal 1

The overall rate for obesity among children and adults will be reduced by 10% in the next three years

Strategies

- **Develop collaborative relationships among schools, health care providers and business sector to improve healthy eating behaviors.**
- **Conduct outreach activities to provide information to the public on current rates of obesity among the population and the adverse affects on health.**

Objectives

- **By 2013 have an ongoing collaborative in the elementary schools in Bradford County focusing on health eating.**
- **By 2014 have ongoing community education in a variety of locations promoting healthy behaviors among the people in Bradford County.**
- **By 2014, the rate of obesity in Bradford County not accessing care will be reduced by 5%.**
- **Provide evidence based, health education and outreach services to improve health outcomes**
- **Expand the number of community partners that adopt obesity reduction as a priority for the organization**
- **Increase access to healthy food choices**

Strategic Priority

To increase access and awareness of health care opportunities in Bradford County

Goal 2

To increase utilization of local providers in Bradford County by residents

Strategies

- **Partner with hospital and other health care providers to communicate services available within Bradford County.**
- **Engage the business community in utilizing local health care partners and providers through employee wellness programs and promotion of local providers**
- **Expand the number of community partners involved with the Bradford County Community Health Advisory Group.**

Objectives

- **Conduct community education activities utilizing a wide range of partners on a routine basis in various locations within the county.**
- **Partner with the faith based organizations to encourage utilize of local health care opportunities and providers.**

Strategic Priority

Increase awareness about the teen birth rates in Bradford County

Goal 3

To reduce the rate of teen births among the 15 to 19 year old population in Bradford County.

Strategies

- **Provide evidence based outreach services in the school and community setting to increase awareness about the economic impact of teen births in Bradford County.**
- **Conduct outreach activities to include faith based organizations to encourage dialogue about the issues related to teen births.**

Objectives

- **Provide information regarding teen birth rates in Bradford County and the economic, education and social impact.**
- **Conduct one public forum for parents and youth about decision making and communication skills.**
- **Conduct a marketing campaign throughout Bradford County to engage at least 15 community partners on the issues related to teen pregnancy to include faith based organizations.**

Update Overview

The focus of the 2013 update of the Bradford County Community Health Improvement Plan was to bring the plan into alignment with Public Health Accreditation Board standards for community health improvement planning. As such, the update includes the following components:

- An update to the goals, strategies and objectives to make them more consistent with the SMART format; that is the goals and strategies are tied to objectives that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-sensitive.
- Identification for each strategy of potential key leads and partners for implementation.
- Potential performance indicators (or interim measures of success).
- Alignment of goals and objectives of local plan with state and national priorities.
- Potential policy implications or policy actions that may need to be taken for implementation.

The sections that follow detail each of these components.

Updated Goals, Strategies and Objectives

Addendum Table 1 represents the updates to the goals, objectives and strategies from the 2012 CHIP process as well as the addition of performance measures and potential key leads and partners. The Bradford County Community Health Advisory Council (UCCHAC) has been the leader in community health improvement planning and implementation of the CHIP. This volunteer group has worked together for multiple years on various needs assessment and community health planning activities. The input of the UCCHAC was instrumental to the ability of the key CHIP staff at the Bradford County Health Department to update the plan to meet Public Health Accreditation Board standards while maintaining the community-centered focus of the plan.

Addendum Table 1. Bradford County CHIP Goals, Objectives, Strategies, Performance Measures and Key Leads and Partners, 2013 Update.

Goals	Measurable Outcome Objective(s)	Strategies and Interim Objectives	Performance Measures	Key Leads and Partners
<u>Strategic Priority: Adopting healthy behaviors.</u>				
GOAL 1 – Decrease the overall obesity rate among children and adults.	<p><u>Objective 1.1</u> By December 31, 2015, reduce the percentage of overweight or obese adults to 50.0% (Baseline: 54.8%, 2010 BRFSS)</p> <p><u>Objective 1.2</u> By December 31, 2015, the percentage of Bradford County high school students whose BMI classify them as overweight or obese will be below the Florida percentage (Baseline: must obtain for Bradford County but state baseline is 25.1%, 2011 Florida YRBS).</p> <p><u>Objective 1.3</u> By December 31, 2015, increase the percentage of adults who eat at least five servings of fruits and vegetables per day to at least 25% (Baseline: 23.3%, 2007 BRFSS).</p> <p><u>Objective 1.4</u> By December 31, 2015, increase the percentage of adults who meet vigorous physical activity recommendations to 20% (Baseline: 16.5%, 2007 BRFSS).</p> <p><u>Objective 1.5</u></p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> Develop collaborative relationships among schools, health care providers and business sector to improve healthy eating behaviors. Conduct outreach activities to provide information to the public on current rates of obesity among the population and the adverse effects on health. <p><u>Objectives</u></p> <ul style="list-style-type: none"> By 2013 have an ongoing collaborative in the elementary schools in Bradford County focusing on health eating. By 2014 have ongoing community education in a variety of locations promoting healthy behaviors among the people in Bradford County. By 2014, the rate of obesity in Bradford County not accessing care will be reduced by 5%. Provide evidence based, health education and outreach services to improve health outcomes. Expand the number of community partners that adopt obesity reduction as a priority for the organization. Increase access to 	<ul style="list-style-type: none"> Health messages developed. Marketing and awareness campaign developed. Number of residents exposed to health messages. Number of media partners. Number of exposures to health messages through media partners Creation of informational website. Number of website hits from partners who link informational materials to their websites. Percentage of persons reporting that they are aware of wellness opportunities in community. Percentage of persons who became informed about wellness opportunities in the community through integrated awareness campaign. Number of adult participants in wellness programs. Number of youth participants in wellness programs. Number of participants in wellness programs who made a positive change in their health outcomes or health behavior. 	<ul style="list-style-type: none"> Bradford County Health Department Shands Starke Regional Medical Center Bradford County Community Health Advisory Council Media School Systems UF-IFAS Extension Office Local businesses Farmers markets Local gyms Local government Parks and Recreation Departments Local restaurants

Addendum Table 1. Bradford County CHIP Goals, Objectives, Strategies, Performance Measures and Key Leads and Partners, 2013 Update.

Goals	Measurable Outcome Objective(s)	Strategies and Interim Objectives	Performance Measures	Key Leads and Partners
	By December 31, 2015, the percentage of Bradford County high school students who report physically active for 60 or more minutes on 5 of the past 7 days will be above the Florida percentage (Baseline: must obtain for Bradford County but state baseline is 43.6%, 2011 Florida YRBS).	healthy food choices.		
<u>Strategic Priority:</u> To increase access and awareness of health care opportunities in Bradford County.				
GOAL 2 - To increase utilization of local providers in Bradford County by residents.	<p><u>Objective 2.1</u> By December 31, 2015, increase the percentage of Bradford County adults who report that they have a personal doctor to 75.0% (Baseline: 71.8% in 2010, Florida CHARTS).</p> <p><u>Objective 2.2</u> By December 31, 2015, increase the rate of licensed physicians in Bradford County from a 2009-2011</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Partner with hospital and other health care providers to communicate services available within Bradford County. • Engage the business community in utilizing local health care partners and providers through employee wellness programs and promotion of local providers. • Expand the number of community partners involved with the Bradford County 	<ul style="list-style-type: none"> • Utilization messages developed. • Marketing and awareness campaign developed. • Number of residents exposed to utilization messages. • Number of media partners. • Number of exposures to utilization messages through media partners. • Creation of informational website on appropriate utilization of community resources. • Number of website hits from partners who link informational materials to 	<ul style="list-style-type: none"> • Local physicians • Shands Starke Regional Medical Center • Bradford County Health Department • Palms Medical Group (FQHC) • Other health facilities and providers • Chamber of Commerce • Media • Local

Addendum Table 1. Bradford County CHIP Goals, Objectives, Strategies, Performance Measures and Key Leads and Partners, 2013 Update.

Goals	Measurable Outcome Objective(s)	Strategies and Interim Objectives	Performance Measures	Key Leads and Partners
	<p>rolling average of 37.1 per 100,000 residents to 40.0 per 100,000 (Source: Florida CHARTS).</p> <p><u>Objective 2.3</u> By December 21, 2015, reduce the percentage of adult residents of Bradford County who could not see a doctor at least once during the past year due to cost to 16.0% (Baseline: 17.2%, 2010 Department of Health, Florida CHARTS).</p>	<p>Community Health Advisory Group.</p> <p><u>Objectives</u></p> <ul style="list-style-type: none"> Conduct community education activities utilizing a wide range of partners on a routine basis in various locations within the county. Partner with the faith based organizations to encourage utilization of local health care opportunities and providers. 	<p>their websites.</p> <ul style="list-style-type: none"> Percentage of persons reporting that they are aware of health services availability in community. Percentage of persons who became informed about services availability in the community through integrated awareness campaign. Number of adult participants seeking and receiving care in community health services. Number of youth participants seeking and receiving care in community health services. Number of increased dollars being spent in community due to increasing healthcare expenditures within the county. 	<ul style="list-style-type: none"> businesses Bradford County Community Health Advisory Council
<u>Strategic Priority:</u> Increase awareness about teen birth rates in Bradford County.				
GOAL 3 – To reduce the rate of teen births among the 15-19 year old population in Bradford County.	<p><u>Objective 3.1</u> By December 31, 2015, decrease the three-year rolling average birth rate for females age 15-19 to 52.4 per 1,000 females aged 15-9 (Baseline: 2010-12 rate of 57.4, Florida CHARTS).</p>	<p><u>Strategies</u></p> <ul style="list-style-type: none"> Provide evidence based outreach services in the school and community setting to increase awareness about the economic impact of teen births in Bradford County. Conduct outreach activities to include faith based organizations to encourage dialogue about the issues related to teen births. <p><u>Objectives</u></p> <ul style="list-style-type: none"> Provide information regarding teen birth rates in Bradford County and the economic, 	<ul style="list-style-type: none"> Impact of teen pregnancy and best practices for minimizing messages developed. Marketing and awareness campaigns developed. Number of residents exposed to impact and best practices messages. Number of media partners. Number of exposures to impact and best practices messages through media partners. Creation of informational website on impact and best practices. Number of website hits from partners who link informational materials to their websites. 	<ul style="list-style-type: none"> Bradford County Health Department School system Faith-based groups Youth groups Local government Media Bradford County Community Health Advisory Council

Addendum Table 1. Bradford County CHIP Goals, Objectives, Strategies, Performance Measures and Key Leads and Partners, 2013 Update.

Goals	Measurable Outcome Objective(s)	Strategies and Interim Objectives	Performance Measures	Key Leads and Partners
		<p>education and social impact.</p> <ul style="list-style-type: none"> • Conduct one public forum for parents and youth about decision making and communication skills. • Conduct a marketing campaign throughout Bradford County to engage at least 15 community partners on the issues related to teen pregnancy to include faith based organizations. 	<ul style="list-style-type: none"> • Percentage of persons reporting that they are aware of health services availability in community. • Percentage of persons who became informed about impact and best practices in the community through integrated awareness campaign. • Number of youth participants seeking and receiving information and services family planning and sexual health education. • Numbers of teen births and repeat teen births. 	

Alignment with State and National Priorities

The 2013 Bradford County Community Health Improvement Plan Update has been reviewed for alignment with the following state and national guidelines:

- Florida State Health Improvement Plan 2012-2015 (April 2012) from the Florida Department of Health
- Healthy People 2020 from the United States Department of Health and Human Services
- National Prevention Strategy – America’s Plan for Better Health and Wellness (June 2011) from the National Prevention Council

The strategies and objectives under each goal were reviewed to determine where within each of these state or national guidelines they were in alignment. Addendum Table 2 summarizes where the 2013 Bradford County CHIP Update strategies objectives align with the various state and national standards and guidelines.

Addendum Table 2. Bradford County CHIP Alignment with Healthy People 2020 (HP2020), Florida State Health Improvement Plan (FSHIP) and National Prevention Strategy (NPS).

Strategies and Objectives	HP2020	FSHIP	NPS
<u>Strategic Priority:</u> Adopting healthy behaviors. GOAL 1 – Decrease the overall obesity rate among children and adults.			
<u>Strategies</u> <ul style="list-style-type: none"> Develop collaborative relationships among schools, health care providers and business sector to improve healthy eating behaviors. Conduct outreach activities to provide information to the public on current rates of obesity among the population and the adverse affects on health. <u>Objectives</u> <ul style="list-style-type: none"> By 2013 have an ongoing collaborative in the elementary schools in Bradford County focusing on health eating. By 2014 have ongoing community education in a variety of locations promoting healthy behaviors among the people in Bradford County. By 2014, the rate of obesity in Bradford County not accessing care will be reduced by 5%. Provide evidence based, health education and outreach services to improve health outcomes. Expand the number of community partners that adopt obesity reduction as a priority 	Topic Area(s): Nutrition and Weight Status Objective(s): NWS-5; NWS-8; NWS-9; NWS-11 Sub-objective(s): NWS-11.5 Physical Activity Objective(s): PA-1; PA-2; PA-3; PA-4; PA-5; PA-6; PA-7;PA-8	Strategic Issue Area(s): Chronic Disease Prevention Goal CD1, Pg. 14 Goal CD2, Pg. 15 Goal CD3, Pg. 16	Priorities: Empowered People, Pg. 22 Healthy Eating, Pg. 34 Active Living, Pg. 38

Addendum Table 2. Bradford County CHIP Alignment with Healthy People 2020 (HP2020), Florida State Health Improvement Plan (FSHIP) and National Prevention Strategy (NPS).

Strategies and Objectives	HP2020	FSHIP	NPS
<p>for the organization.</p> <ul style="list-style-type: none"> Increase access to healthy food choices. 			
<p><u>Strategic Priority:</u> To increase access and awareness of health care opportunities in Bradford County.</p> <p>GOAL 2 - To increase utilization of local providers in Bradford County by residents.</p>			
<p><u>Strategies</u></p> <ul style="list-style-type: none"> Partner with hospital and other health care providers to communicate services available within Bradford County. Engage the business community in utilizing local health care partners and providers through employee wellness programs and promotion of local providers. Expand the number of community partners involved with the Bradford County Community Health Advisory Group. <p><u>Objectives</u></p> <ul style="list-style-type: none"> Conduct community education activities utilizing a wide range of partners on a routine basis in various locations within the county. Partner with the faith based organizations to encourage utilize of local health care opportunities and providers. 	<p>Topic Areas):</p> <p>Access to Health Services Objective(s): AHS-1;AHS-4;AHS-5; AHC-6; AHS-7; AHS-8; AHS-9</p>	<p>Strategic Issue Area(s):</p> <p>Access to Care Goal AC1, Pg. 23 Goal AC2, Pg. 23 Goal AC3, Pg. 24 Goal AC4, Pg. 25 Goal AC5, Pg. 26 Goal AC6, Pg. 27 Goal AC7, Pg. 28</p>	<p>Strategic Direction(s):</p> <p>Clinical and Community Preventive Service, Pg. 18</p> <p>Empowered People, Pg. 22</p>
<p><u>Strategic Priority:</u> Increase awareness about teen birth rates in Bradford County.</p> <p>GOAL 3 – To reduce the rate of teen births among the 15-19 year old population in Bradford County.</p>			
<p><u>Strategies</u></p> <ul style="list-style-type: none"> Provide evidence based outreach 	<p>Topic Area:</p> <p>Family Planning</p>	<p>Strategic Issue Area(s):</p> <p>Health Protection</p>	<p>Strategic Direction(s):</p> <p>Empowered People, Pg.</p>

Addendum Table 2. Bradford County CHIP Alignment with Healthy People 2020 (HP2020), Florida State Health Improvement Plan (FSHIP) and National Prevention Strategy (NPS).

Strategies and Objectives	HP2020	FSHIP	NPS
<p>services in the school and community setting to increase awareness about the economic impact of teen births in Bradford County.</p> <ul style="list-style-type: none"> Conduct outreach activities to include faith based organizations to encourage dialogue about the issues related to teen births. <p><u>Objectives</u></p> <ul style="list-style-type: none"> Provide information regarding teen birth rates in Bradford County and the economic, education and social impact. Conduct one public forum for parents and youth about decision making and communication skills. Conduct a marketing campaign throughout Bradford County to engage at least 15 community partners on the issues related to teen pregnancy to include faith based organizations. 	<p>Objective(s): FP-8</p> <p>Sexually Transmitted Diseases</p> <p>Objectives(2): STD-1; STD-2; STD-3; STD-4; STD-5; STD-6; STD-7; STD-8</p>	<p>Goal HP1, Pg. 25</p> <p>Access to Care</p> <p>Goal AC2, Pg. 23</p>	<p>22</p> <p>Priority:</p> <p>Reproductive and Sexual Health, Pg. 44</p>

Potential Policy Implications

Community health improvement activities and initiatives require both a mix of policy and non-policy changes to accomplish objectives. The Public Health Accreditation Board standards encourage communities to closely review their CHIP objectives and to determine possible policy changes that may need to be made in order to facilitate reaching the desired measurable objective. Addendum Table 3 catalogs for each objective in the 2013 Union County Community Health Improvement Plan Update the policy changes that may be required or should be considered in order achieve the objective.

Table 3. Potential policy changes required to achieve goals and objectives of Bradford County CHIP.

Strategies and Objectives	Potential Policy Changes
<p>Strategic Priority: Adopting healthy behaviors. GOAL 1 – Decrease the overall obesity rate among children and adults.</p>	
<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Develop collaborative relationships among schools, health care providers and business sector to improve healthy eating behaviors. • Conduct outreach activities to provide information to the public on current rates of obesity among the population and the adverse effects on health. <p><u>Objectives</u></p> <ul style="list-style-type: none"> • By 2013 have an ongoing collaborative in the elementary schools in Bradford County focusing on health eating. • By 2014 have ongoing community education in a variety of locations promoting healthy behaviors among the people in Bradford County. • By 2014, the rate of obesity in Bradford County not accessing care will be reduced by 5%. • Provide evidence based, health education and outreach services to improve health outcomes. • Expand the number of community partners that adopt obesity reduction as a priority for the organization. 	<ul style="list-style-type: none"> • Funding policies to have someone in the school system to be able to take BMI measurements. • School policies regarding parent consent may need to be addressed. • Policies may be needed to seek BMI calculation requirements at entrance of school year like required immunizations. • Encourage local businesses that contribute to obesity and overweight to change practices. • Local government policies may need to be enacted to encourage the above. • State government and local school system guidelines on school time allocated for physical education and wellness education may need to be addressed. • Encourage local businesses that contribute to obesity and overweight to change practices. • Local government policies may need to be enacted to encourage the above. • Encourage local businesses that contribute to more physical activity. • Local government policies may need to be enacted to encourage the above. • Health insurance policies may need to change their policies to incentivize physical fitness. • Encourage local businesses that contribute to better eating habits. • Local government policies may need to be enacted to encourage the above. • Health insurance policies may need to change their policies to incentivize healthy eating. • National, state and local nutritional guidelines and policies for school meals many need to be changed. • Local government policies may need to be enacted to encourage the above. • Health insurance policies may need to change their policies to incentivize healthy eating.

Table 3. Potential policy changes required to achieve goals and objectives of Bradford County CHIP.

Strategies and Objectives	Potential Policy Changes
<ul style="list-style-type: none"> • Increase access to healthy food choices. 	
<p><u>Strategic Priority:</u> To increase access and awareness of health care opportunities in Bradford County. GOAL 2 - To increase utilization of local providers in Bradford County by residents.</p>	
<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Partner with hospital and other health care providers to communicate services available within Bradford County. • Engage the business community in utilizing local health care partners and providers through employee wellness programs and promotion of local providers. • Expand the number of community partners involved with the Bradford County Community Health Advisory Group. <p><u>Objectives</u></p> <ul style="list-style-type: none"> • Conduct community education activities utilizing a wide range of partners on a routine basis in various locations within the county. • Partner with the faith based organizations to encourage utilize of local health care opportunities and providers. 	<ul style="list-style-type: none"> • Individual healthcare facilities, clinics and practices may need to change policies to work together to promote community-wide message that Bradford County is the choice for residents for health care and a destination for healthcare providers. • Individual healthcare facilities, clinics and practices may need to change policies to offer more incentives for providers to locate in Bradford County and for residents to seek care here. • Local government, the Chamber of Commerce and economic development entities may need to reconsider policies or focus of economic development policies (or rather the lack of focus of economic development policies supporting the healthcare sector). • Individual healthcare facilities, clinics and practices may need to change their policies of acceptance of indigent and charity care cases. • More national state and national policy changes may need to occur so that Florida is an active participant in health reform and expansion of care to the underserved.
<p><u>Strategic Priority:</u> Increase awareness about teen birth rates in Bradford County. GOAL 3 – To reduce the rate of teen births among the 15-19 year old population in Bradford County.</p>	
<p><u>Strategies</u></p> <ul style="list-style-type: none"> • Provide evidence based outreach services in the school and community setting to increase 	<ul style="list-style-type: none"> • School system policies may need to change for enhanced sexual health education. • Education to change community perspectives on sexual health and family planning may be needed to challenge informal policies and procedures regarding community discussion of these issues.

Table 3. Potential policy changes required to achieve goals and objectives of Bradford County CHIP.

Strategies and Objectives	Potential Policy Changes
<p>awareness about the economic impact of teen births in Bradford County.</p> <ul style="list-style-type: none"> • Conduct outreach activities to include faith based organizations to encourage dialogue about the issues related to teen births. <p><u>Objectives</u></p> <ul style="list-style-type: none"> • Provide information regarding teen birth rates in Bradford County and the economic, education and social impact. • Conduct one public forum for parents and youth about decision making and communication skills. • Conduct a marketing campaign throughout Bradford County to engage at least 15 community partners on the issues related to teen pregnancy to include faith based organizations. 	<ul style="list-style-type: none"> • Faith-based groups may need to change policies on the data and information they share in their ministries on these issues.

Advisory Council Bylaws

Bradford County Community Health Advisory Board Bylaws

Article I: Name

This organization shall be known as the Bradford County Community Health Advisory Board, hereinafter referred to as BCCHAB.

Article II: Purpose and Mission

The vision of the BCCHAB is to make Bradford County the healthiest rural county in the State of Florida.

The mission is to identify, promote, educate, and care for the health of the residents of Bradford County.

Article III: Membership

Section 1. Classifications and Qualifications of Membership

The general members of the BCCHAB consist of health care providers, individuals, and organizations who participate in and/or support the activities of the BCCHAB and who have attended at least one meeting during the previous year.

Section 2. Powers and Duties

General members of the BCCHAB shall have the following powers and duties:

- A. Approve and amend the bylaws
- B. Speaking rights at meetings
- C. Elect the Chair and Vice-Chair in accordance with the procedures specified in these bylaws

Section 3. Meetings

The general members of the BCCHAB shall meet at least annually and such other times as necessary to exercise the powers and duties reserved to them.

Section 4. Voting

Each general member shall have one (1) vote. Each act or decision done or made by a majority of the voting members present and voting at a meeting duly held is the act of the membership. No voting by proxy shall be allowed.

Article IV: Community Health Board Members

Section 1. Duties and Responsibilities

The Community Health Board Members shall exercise the power of the BCCHAB, control its property, and conduct its affairs. It shall be the sole policy-making authority of the BCCHAB. It shall be the duty of the directors to do the following:

- A. Perform any and all duties imposed upon them collectively or individually by these Bylaws, and State of Federal Statute or regulation.
- B. Monitor and supervise the administration of the BCCHAB to ensure that all required functions are properly performed.
- C. Meet at such times and places as required by these Bylaws.

Section 2. Number and Qualifications of Community Health Board Members

The Community Health Board shall consist of no less than five (5) and may be expanded to 12 members appointed by the general membership. To ensure adequate representation from all parties the members of the Community Health Board shall include the following categories:

Five (5) health care consumers who primarily represent consumers and have no conflict of interest in their other activities, including one (1) who represents the needs of children, one (1) who represents the needs of the elderly and three (3) at large positions.

One (1) representative of a community health organization

One (1) county elected official

One (1) representative of a hospital

One (1) representative of the behavioral health community

One (1) member of the school district

One (1) county health department

One (1) physician at-large

One (1) dentist at-large

One (1) representative of the institutional medicine industry

One (1) representative of the long-term care industry

Section 3. Election of Community Health Board Members

- A. Any voting member of the BCCHAB is qualified to be a Board Member. The Board Members shall be elected annually by the general members at the annual meeting of the BCCHAB, and each such member shall hold office until he/she resigns or is removed or is otherwise disqualified to serve, or until his/her successor shall be elected and qualified, whichever occurs first.

Section 4. Term

Term of office of each board member shall be three (3) years. All terms shall begin on January 1 of each year. Directors shall be eligible for re-election.

Section 5. Organizational Meeting

At a designated organizational meeting following the adoption of these Bylaws, the Board members shall be randomly divided into three (3) classes with one class having terms ending after one (1) year and the other classes having two (2) and three (3) year terms, respectively. All subsequent terms shall be three (3) years as provided in Section 4 above.

Section 6. Vacancies

Vacancies on the board shall exist on the death, resignation, or removal of any director.

- A. The resignation of a board shall take effect upon the date of acceptance by the board.
- B. Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any director may be filled until the next annual meeting by the board members, provided that the replacement satisfies the same compositional requirements as the director who is being replaced. At the next annual meeting the unexpired term shall be filled by election with written ballot of the general membership and the person selected director to fill a vacancy as provided in this section, shall hold office for the unexpired term of her/his predecessor, or until her/his death, termination, or resignation.
- C. Termination of any individual's membership on the board, whether elected or appointed, shall result from the member's resignation or death, or action by the board of directors. Anything in these Bylaws to the contrary notwithstanding, the term of director may be terminated:
 - 1. In the event that he/she fails to attend any three (3) consecutive meetings; however, the Board may, by action of a majority of the directors present at a regular or special meeting, waive automatic termination.
 - 2. Due to change in his/her representational status if such a change jeopardizes the required composition of the membership.
 - 3. For behavior counter to adopted policies or other abuses of membership privileges.

Section 7. Liability

The board members shall not be personally liable for debts, liabilities, or other obligations of the BCCHAB.

Article IV: Meetings

Section 1. Regular and special meetings

- A. The BCCHAB shall hold regular meetings in which all general members are welcome attend.
- B. All members shall be given written notice ten (10) days in advance of each meeting and the annual meeting

- C. Parliamentary procedure for all meetings of the BCCHAB shall be in accordance with commonly accepted rules of order.
- D. The chair, elected by the general membership, will be responsible for facilitating all of the meetings. The chair promises to be a neutral body in which all members can participate in decision making. The chair has not voting rights, unless in the situation of a tie vote.
- E. The BCCHAB will meet at least once during each quarter of the year.

Section 2. Quorum

A quorum for the regular meetings shall be a minimum of one more than one-half the Board Members and the Chair. However, the board members present may meet as a committee of the whole to review the business docketed for the stated meeting and recommend action by the board at its next stated meeting, or a majority of the board members present at such meetings may adjourn to a certain time or until the time fixed for the next regular meeting of the BCCHAB.

Section 3. Presiding Officer

Meetings of the BCCHAB shall be presided over by the Chair, if present, or by the Vice-Chair if the Chair is absent. If both the Chair and the Vice-Chair are not present at the meeting, it shall be presided over by a chairperson chosen by the Chair. If the Chair has not designated a chairperson, one shall be selected by a majority of members present.

Section 4. Voting

Each board member shall one (1) vote. Members shall abstain from voting when it is determined that a conflict of interest exists as defined by these Bylaws. An officially designated proxy may vote on behalf of a representative if the representative is not in attendance at a meeting.

Article V: Officers

Section 1. Officers

The officers of the BCCHAB shall be chair and vice-chair.

Section 2. Election of Officers

Any board member of the BCCHAB is qualified to be an officer of the BCCHAB. Officers shall be elected annually by the general membership and each such officer shall hold office until he/she resigns or is removed or is otherwise disqualified to serve, or until his/her successor shall be elected and qualified, whichever occurs first. The term of all officers shall be one (1) year, and no person shall serve more than two (2) consecutive terms in the same capacity as an officer of the BCCHAB.

Section 3. Removal and Resignation of Officers

Any officer may be removed for cause by a majority of the general members at any regular or special meeting of the BCCHAB and such officer shall be removed should he/she cease to be qualified for the office as herein required. Any officer may resign at any time by giving written notice to the BCCHAB. Any such resignation shall take effect on the date of the receipt of such notice or at any later time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4. Filling Vacancies

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the general membership for the unexpired portion of the term.

Section 5. Duties of the Chair

The duties of the Chair of the BCCHAB shall be:

- A. To perform all such duties as are incident to this office and such other duties as may be required by law, by the Articles of incorporation of this Corporation, or by these Bylaws or which may be prescribed from time to time by the general members;
- B. To preside at meetings of the general membership.

Section 6. Duties of the Vice-Chair

In the absence of the chair, or in the event of inability or refusal to act, or if the office be vacant, the Vice-Chair shall perform all the duties of the Chair, and when so acting shall have all the powers, and be subject to all the restrictions of the Chair. The Vice-Chair shall have such other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be assigned to this office from time to time by the general membership.

Article VI: Committees

Section 1. Committees

The board may authorize the creation, prescribe the term and define the powers and duties of such study, ad hoc, and other committees, not specifically created by these bylaws, as may from time to time, be necessary or useful in the conduct of the corporate business.

Section 2. Appointment of Officers

The committee chair shall be appointed from the governing body by the BCCHAB Chair, subject to the approval of the general membership. The committee chair shall serve for a term of one (1) year or until the committee is dissolved, whichever comes first. The chairperson may be reappointed.

Section 3. Rules of Procedure

Each committee may adopt rules for its own government and procedure not inconsistent with law, with the Bylaws, or with the rules and regulations adopted by the Board. Meetings may be conducted by telephone conference call, provided that each member has been notified of the date and time.

Section 4. Meetings

The committee shall meet from time to time on call of the Chair or the committee chairperson. At least seventy-two (72) hours notice shall be given to all committee members by the person calling the meeting.

Article VII: Conflicts of Interest

Section 1. Definition

No member of this organization or any committee or any other entities appointed by the Membership shall vote on any matter in which that individual has a personal, financial, or fiduciary interest. Individuals deemed to have a conflict of interest when voting on a particular item include by may not be limited to owners, investors, or others who have a financial or capital e, employees and medical staff members, members of any advisory or policy-making board, whether salaried or voluntary persons under contract.

Section 2. Disclosure

Members who have or have had such relationships with any individual or entity involved in any matter before this organization or any entity appointed by the membership must make public disclosure of such relations before any action is taken.

Article VII: Amendment to the Bylaws

These Bylaws may be revised or amended by a majority vote of the general members of the BCCHAB present at duly constituted membership meeting provided that each member receives written notice of the proposed changes no less than fourteen (14) days prior to the voting.

9/15/09

6/13/12